

ANNUAL REPORT 2011



Our Vision

Capable, working, prosperous communities

Our Purpose

Contributing to people's wellbeing by providing employment placement, skills development services and enhancing community capability

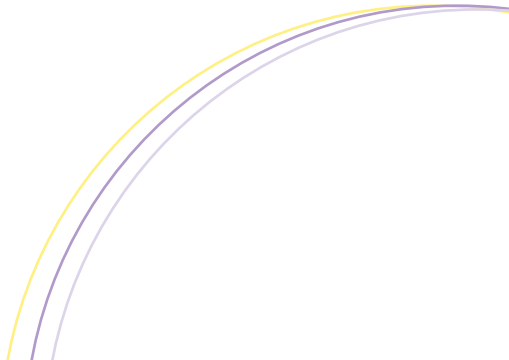
Our Values

Workskills is committed to the values of equality, fairness and respect.



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Who We Are

Workskills is a leading community based employment services provider. For over 28 years we have offered employment and training solutions to job seekers, employers and industry and supported communities in which we work. Workskills is a not-for-profit incorporated association with Public Benevolent Institution and Deductible Gift Recipient status, governed by a Board of Management.

We have continually delivered Australian Government training and employment programs since 1983; Community Youth Support Scheme (1983-1989), Skillshare (1990 – 1998) Job Network (1998-2009) and Job Services Australia (JSA) from 1 July 2009 for Department Education Employment and Workplace Relations (DEEWR).

Trading as Workskills Employment Solutions, our JSA services include employment, skills development, work experience and tailored assistance, especially for the most disadvantaged job seekers. We work with employers to understand their skills and labour needs, and identify suitable job vacancies for our job seekers.

In 2005, Workskills Training and Development, our Registered Training Organisation (RTO), was established to address training needs of industry, employers and job seekers.

Workskills Employment Solutions and Workskills Training and Development work closely together to meet training and employment needs. We also work with a wide range of Government and community services and we directly

contribute in cash and in kind to the wellbeing of the communities in which we work. With offices in Hobart, Glenorchy, Bridgewater, New Norfolk and Oatlands we are accessible to job seekers, employers and community.

We benefit from membership of the National Employment Services Association, Jobs Australia and Tasmanian Chamber of Commerce and Industry.

Client needs are paramount

Job seekers and employers are provided with individualised service and treated in a professional manner at all times. Job seekers needs are met through assisting each to satisfy employment needs; to optimise skills and overcome barriers to foster financial and personal independence. In all aspects of service delivery to job seekers and employers, the emphasis is on responsiveness, appropriateness, flexibility, quality and timeliness.

Not for Profit Status

Resources provided or generated by Workskills are used to improve the services provided to job seekers, employers and the community, and improve the quality of organisational practice. Resources are not removed but are retained in the community in which we operate.

Transparency of operations

Staff and Board are transparent in their dealings and operations and in their accountability to stakeholders, including job seekers, employers and the community.

Ethical standards of conduct

The conduct of Workskills staff and the Board not only complies with all relevant legislation and contractual obligations, but also actively demonstrates fairness and honesty in all dealings with other people and organisations.

Objects of the Association

The objects for which the Association is established are:

- To provide direct assistance to those in necessitous circumstances who are suffering poverty, sickness, destitution or helplessness to retain or obtain employment and provide training and other services relating to employment;
- To establish and conduct programs of support, sometimes in partnership with other community organisations, for marginalised people including prisoners, indigenous persons, youth at risk, other disadvantaged people, refugees and other migrant groups;
- To alleviate the social and economic needs of people and organisations through education and training solutions and to create opportunities to increase their self confidence, self esteem and ability

to cooperate and work with others.

- To assist people who are unemployed, marginalised and “at risk”, to enhance their future employment prospects;
- To assist disadvantaged people including those with mental and physical disabilities to obtain and retain employment;
- To provide personal support, educational programs and skill training facilities for unemployed people and to prepare those people for referral to employment;
- To establish and conduct enterprise activities and coordinate with other community groups the provision of such activities for unemployed people;

These objects are designed to alleviate poverty and social alienation of individuals, families and communities.

Our Board of Management



Christopher Bevan
Industrial Relations Manager,
Forestry Tasmania. 22yrs
Chairman of the Board

Chris joined the Workskills Board 6 years ago and has been the Chairman for the last 5 ½ years. His reason for joining the Board was that after he retired from Forestry Tasmania he was looking for an organisation where he could give his time to help people and Workskills has proven to be the perfect fit. Chris appreciates working with an excellent board, a strong management team and dedicated staff.



Heather Chaplin
Human Resources Manager,
Tasmanian Government
Deputy Chair of the Board

Heather joined the Board in October 2008 and became deputy Chair in November 2009.

- Heather has an extensive background in the employment, vocational and training sector with more than 20 years' experience in the industry with for-profit & not-for-profit providers and Government. She joined the industry working in human resources on a large industrial site and has seen first-hand what vocational training can do to benefit individuals and the organisations in which they work. She has also worked as a frontline employment and training coordinator for a not-for-profit organisation. Heather has an excellent understanding of the issues that face employment services providers and is committed to working with the Board and management of Workskills.



Chris Hughes
General Practitioner
Secretary of the Board

Chris Hughes has been a member of the Workskills Board and its precursors for over 21 years. As a GP in Bridgewater, he has long had a passion for the principles and practice of social justice and the right of everyone to reach their full potential.

Chris is the current Royal Australian College of General Practitioners Tasmanian Faculty Censor with local and national responsibilities in relation to GP Assessment and Policy. He is also a member of the Queens Domain Advisory Committee advising the Hobart City Council in all matters relating to the planning and use of the Queens Domain.



David O'Brien
Co-Treasurer of the Board

David has 27 years' experience in the finance and banking industry. His working career started in 1968 for the ES&A Bank in various areas of finance and then, after the merger with the ANZ Bank, holding managerial roles. In 1989 he took up the position of Manager of a Business Enterprise Centre in the Derwent Valley, providing advice to small business and delivering Commonwealth Government projects across the south of the state until his retirement in 2007. David has been a Board Member of Workskills for 11 years



Steven (Steve) Luttrell
Co-Treasurer of the Board

Born and raised in Hobart, Steve completed a Bachelor of Science (Forestry) at the Australian National University. On return to Tasmania he worked with the Forestry Commission and Forestry Tasmania including roles in senior management, operational management and sales & marketing. He also has experience in private enterprise through secondment and then through project work subsequent to retirement.

Steve has been a Board Member of Workskills for 4 ½ years and is also a Director of the Forest Practices Authority.



Peter Monaghan
Public Officer of the Board

Peter is a qualified Geodetic and Engineering Surveyor with experience in Australia and overseas in the period 1960 – 1993. He was Manager of Employment Programs in the Tasmanian State Service and the private sector 1993 – 2007 and served as an Australian Army Officer 1960 – 1985.

Peter is a Past Fellow of the Institution of Engineering and Mining Surveyors and a Past Member of the Institution of Surveyors Australia and the Australian Institute of Management. He holds a Diploma of Business Studies and Management and is a qualified Aviation Pilot. He has been awarded the Order of Australia Public Service Medal (1998), the Centenary Medal (2001) and the Defence Medal (2008).

He has a special interest in mentoring and assisting unemployed and marginalised people, including people with a disability. His special interest in serving on the Board is to confirm Workskills as a leading community organisation with a sound financial and business footing. He has been a Workskills Board Member since 2007.

Our Board of Management continued



Iain Frawley
Acting State Service Commissioner
Board Member

Iain has extensive background experience in public administration, having spent considerable time in senior roles in both the federal and state public services. In addition Iain has been actively engaged in community activities on a voluntary basis where past roles have included membership of the Boards of Management for Jobmatch Inc. (now Wise Employment) and Project Hahn and as President of the Friends Football Club. Currently Iain is involved in a voluntary capacity with Workskills, the Hobart Football Club and as Chair of the UTAS Performance Management Review Committee. Iain holds a Master of Public Administration and is currently enrolled in a Graduate Certificate of Corporate Governance. He has been a Workskills Board Member since 2007



Robert Flanagan
Industrial Relations Practitioner
Board Member

Robert is an Industrial Relations practitioner with over 20 years' experience and has a strong commitment to social justice. Robert is currently the Assistant Branch Secretary for the Tasmanian Branch of the Australian Workers Union; Honorary Assistant Secretary (Finance) of the Tasmanian Branch of the Australian Labor Party, Vice President of the Industrial Relations Society of Tasmania and a board member on the Tasmanian Building and Construction Industry Training Board

Robert has been a Board Member of Workskills for 3 ½ years



Louise Wallace
Corporate Account Manager
Board Member

Louise joined the Workskills Board in 2009. Born and raised in Hobart, she has 19 years of experience in Sales and Marketing working within the Private Health Insurance Industry dealing with both government and private sectors.

Louise has also worked within the Employment, Vocational and Training sector for both profit and not-for-profit providers .

Chairman's Report 2011

This AGM sees the end of my sixth year as Chairman of Workskills. The year has gone by so fast but it has been a pleasure being part of an organisation that has grown and developed. It has been a focus of the Board that our continued growth does not compromise the quality of our services and to ensure any future growth is sustainable.

As a community based, not for profit organisation we feel privileged to be delivering employment services and working with community to make a difference. Although at times challenging there are many stories that highlight the excellent work we do and demonstrate that Workskills is leading the way. I believe the Board is well balanced, represented by people with different skills and experience. We have both an excellent Executive Team and professional, hardworking operational staff and this combination has resulted in Workskills being the top performer in southern Tasmania.

The General Manager's report deals with our operational issues and I

would refer you to that report.

I believe the General Manager has continued to set very high standards for herself and the organisation and can now concentrate on consolidation and moving into some new areas such as the proposed Social Enterprise. With the efforts of the General Manager I am sure that Workskills will succeed at whatever it takes on.

The Executive Team has proven itself with the implementation of new computer systems, re-focusing the RTO and sound financial decisions and management. I thank you all for your efforts.

Our business continues to be ready and competitive and accordingly the demands of constant change can be at times by difficult for the General Manager, Executive Team and staff.

Our RTO continues to be successful in a very difficult market. The Manager and his team have set a very high industry standard that comes from their hard work and commitment. The Board is very proud of its Training Unit.

I would also like to recognise all of

the operational and support teams throughout the organisation. Each unit in its own way contributes to the overall outcomes of Workskills.

I would like to thank my fellow Board Members for their support throughout the year, in particular Peter Monaghan our Public Officer who spent a considerable amount of time updating our Constitution. I look forward to 2012 and working with all the Board members as we apply ourselves to addressing the challenges of providing strong strategic leadership and supportive governance to Workskills as it works to deliver "capable, working and prosperous communities".

I wish each Board Member, the Executive Team and all the staff the very best for 2012. I thank you all for your support and look forward to the future.

Chris Bevan
Chairman

Our Senior Management



Janet Saunders
General Manager

Janet has 20 years' experience working in employment services and has been in leadership and management positions at Workskills for the past 8 years. With extensive operational and management experience, a Master's in Business Administration and Diploma in Human Resource Management, Janet has proven experience and expertise in building, leading and motivating successful teams. In 2009 she was appointed General Manager.



Pat Kluver
Corporate Services Manager

Pat has worked exclusively within the training and management field for the past 12 years. Before this he held a senior management/training role with a national retailer for 17 years. Pat established the Registered Training Organisation (RTO) for Workskills in 2005. His current roles are as the Workskills Corporate Services Manager and Executive Officer of the RTO. He holds an Advanced Diploma of Management, Diploma of Training and Assessment, Certificate IV in Human Resource Management and he is currently studying at UTAS for the Graduate Certificate in Business Administration. Pat has extensive exposure in developing and monitoring training and assessment strategies across a diverse range of industries. He has consulted with industry regarding skills gap analysis and identified training solutions to assist both organisations and individuals. Pat has also developed and implemented industry specific training at both entry and management levels within organisations.



Mark Brittain
Operations Manager, Jobs Services Australia

Mark joined the Workskills team in 2005 as Operations Manager. He has an extensive background in management, having spent considerable time in senior management roles within the retail sector. Whilst working in these roles, Mark gained substantial skills in a wide range of areas including profit control and budget planning as well as staff management.

During Mark's current role as Operations Manager, he has overseen the delivery of Employment Services Contract 3 and Employment Services Contract 3 Extended for Job Network Services, and was very much involved in the transition to Job Services Australia in 2009. Mark oversees the operation of all 5 Workskills Employment Solutions Job Services Australia sites, and as part of the Senior Management Team has contributed to maintaining Workskills ranking as the leading JSA provider in southern Tasmania.



Bill Blake
Manager Finance and Accounting

Bill started working for Workskills in October 2010 and, being a new entrant into the employment services sector, brings a fresh approach and a wealth of experience from his over 30 years in similar financial and business management roles. Bill's employment history has been diverse, managing business largely within the small to medium sectors; however, he has also had some exposure to working within the Public Sector while working for the CSIRO for five years.

The diverse nature of the management roles that Bill has undertaken has seen him work in all aspects of managing business including financial, administration, human resource and operational.

Predominately, Bill has worked in the retail sector and comes to us after working most recently as the Finance Manager for Chickenfeed Bargain Stores.

General Manager's Report

Our Achievements in 2010/2011

The 2010 – 2011 year showed that Workskills is the leading Job Services Australia provider in Hobart. Our consistent performance highlights our focus and commitment to helping the most disadvantaged job seekers and our partnerships with community and stakeholders demonstrate our commitment to collaboration to advance social inclusion.

Our innovative approach and high quality service delivery model, complemented by our training and employer focus, has resulted in strong outcomes and contributed to the development of community capability and capacity.

We have concentrated on the consolidation of service delivery and our finances; this has resulted in above budgeted profit, providing us with some flexibility to help the most disadvantaged members of our community and to invest in research, development and innovation, as showcased through this report.

Some highlights include:

- Successful implementation of the Red Shed Labourer's Skills Course, focusing on practical skills attainment

- Adoption of the Certificate 4 in Employment Services to increase job satisfaction, capacity, efficiencies and morale among staff and to improve service delivery.
- A focus on continuous improvement, striving to provide the 'how and how well' of quality service delivery,
- Delivery of Pathways to Training, with 60% achieving successful pathways to work preparation and training.
- Upgrade of our IT hardware and software, ensuring Workskills is equipped with the latest technology.
- Our Employer Engagement Team continuing to be number 1 in Hobart for Job Brokerage.
- Star Ratings June 2011 with an overall rating of upper 3 Stars. Our Bridgewater site was one of only two in Hobart to achieve 4 Stars overall and our Hobart site the only site in Hobart to achieve 5 Stars for Stream 3.
- Research and development of a Social Enterprise; an Intermediate Labour Market program to train, support and employ disadvantaged job seekers and then transition them into mainstream jobs.
- In partnership with the Migrant Resource Centre and Centacare, delivery of a Humanitarian Refugee Hospitality Program.

We were successful with the following tenders:

- National Youth Week Community Event. As part of National Youth

Week we hosted an Art Gallery; this was as an opportunity for young people to share something that represents their place in the community. This was in the form of a sketch, paintings, photos or an item.

- Skills Equip to introduce education, training and work opportunities to mature women, parents and carers in disadvantaged Local Government Areas and in rural and urban fringes in southern Tasmania
- Productivity Places Program funding to deliver Certificate 2 in Retail, Certificate 2 in Hospitality and Certificate 4 in Employment Services.

Thank you to all staff across the organisation. Your hard work and dedication to making a difference is reflected in the results for the year. The exciting challenge for all of us in the upcoming year will be to maintain our flexibility and continue to be open to change.

I would like to acknowledge the Senior Executive Team for their direction, support and leadership and Workskills' Board of Management for the guidance, generosity and dedication they provide in governing the organisation.

I look forward to working with you all in the upcoming year as we uphold the Workskills ethos and our Vision, "capable, working, prosperous communities".

Janet Saunders
General Manager

Corporate Services

Corporate Services is charged with maintaining the organisation's support services to ensure that our systems meet the requirements of Job Services Australia and other contracts, that we market and promote the organisation effectively and that we meet the needs of all our business units and sites.

This was a very pleasing year for Workskills from a range of perspectives. Above-budget performance has been the result of all teams realising productivity gains and results indicate we have kept our competitive edge. Continued internal review of our support services has seen many efficiencies made as Corporate Services teams strive to provide the required level of accounting, administrative and Human Resources support to staff and management. For example, in response to operational needs and investing in our future, we upgraded our IT, particularly our computer

servers and investigated software that, in the next year, could save substantial administrative time.

This year has been a busy and important one for the financial side of the business. We have focussed on reviewing our financial and management systems to achieve better efficiencies. Our business cost reduction strategy included the merger of our two administrative teams (Human Resources and Finance) into one. This change was achieved in a positive manner via natural attrition rather than redundancy. In the next year we plan to relocate our Corporate Offices from Hobart to Bridgewater.

This and a focus on consolidation of financials and resources will result in substantial savings for future investment in business delivery and enhanced support for job seekers and community.

The year ahead will see more challenges and opportunities

for Workskills to become even more efficient and produce better outcomes, but one could safely say that the 2010/11 year is one that will be looked back on as the year of reformation and getting back to our roots and core business.

Workskills Training and Development

Our RTO has consistently produced excellent outcomes for our job seekers, achieving sustained employment or as a platform for further training and education. Stakeholders, both internal and external, recognise Workskills RTO as a high quality training provider. The RTO increased its engagement with other Workskills Business units and the community, for example in engaging with local councils and high schools in order to explore possibilities of joint ventures, particularly those that cater for vulnerable youth.

Highlights for the year include consolidating the Bridgewater JSA building skills course into the Red Shed, the successful implementation of a Certificate 2 in Hospitality course for job seekers from a migrant and refugee background, “Blue Collar Business” for New Norfolk Early School Leaver clients culminating in the award of a Certificate 2 in Business and the successful tendering and subsequent delivery

of the Skills Equip Return to Work and Study program and Productivity Places Program, funded by Skills Tasmania.

The RTO has had to deal with a number of challenges in the past year including significant changes to the way funding from Skills Tasmania is administered. This has had an impact on RTO cash flow and is now factored into future planning. In addition, administration of the VET sector is reverting to a federal system replacing the State based system currently in operation.

This will involve an increase in fees payable to the new statutory authority ASQA (Australian Skills Quality Authority) along with more exacting compliance requirements. The RTO has been proactive in addressing changes to requirements and is developing new and modifying existing systems to address proposed new audit requirements.

Financially the RTO performed well in what was a difficult year, exceeding our budgeted profit by 25%.



Employment Services

With the transitional year of the Job Services Australia Employment Services Deed 4 completed, we have settled into service consolidation and delivery and have had a highly successful year which is reflected in our Star Ratings and financial results.

Our job seekers had over 1500 job starts this year, both brokered by our Employer Engagement Team and assisted by our Case Managers, and over 1400 training commencements. 40% of job starts were by Stream 3 and Stream 4 job seekers, the most disadvantaged.

Organisation wide strategies

focussed on integrating services between JSA Case Managers, Employer Engagement Team and RTO staff to assist disadvantaged job seekers in particular into work, and on training for disadvantaged and eligible redundant job seekers to meet labour market needs. To ensure our job seekers could successfully,

independently, look for work, regular workshops were held at each site for job seekers to attain and utilise job search skills. With transport to work being a frequent barrier, we delivered in-house assistance for job seekers with literacy challenges to attain Learner Licences and linked them to community programs to accrue log book hours.

We supported Early School Leavers

to attain a Year 12 or equivalent qualification with customised, dedicated Business, Retail and Hospitality courses. In addition, Case Managers promoted external options such as Polytechnic's Kickstart programs. We held information sessions throughout our area for youth to introduce bridging or alternative programs including Australian Green Jobs Corps, the Indigenous Employment Program, the Language Literacy Numeracy Program and Access Programs.

Supporting the Closing the Gap initiative for Indigenous job seekers,

of whom 65% were at Steam 3 and Stream 4 levels of disadvantage, we utilised a suite of Indigenous and mainstream employment programs. DEEWR noted, on 3/5/2011, that the referral of suitable job seekers to local Indigenous Employment Program projects suggests a robust assessment and referral process is in place.

Workskills Employment Pathway Fund expenditure to support Indigenous employment focussed substantially on training courses and wage subsidies. Available data (DEEWR 27/4/11) that Job Placements and sustained outcomes for Workskills Indigenous job seekers exceeded our caseload proportion respectively by 25% and 27%. DEEWR observed, for the periods to 31/12/2010 and 30/6/2011, a good level of outcomes for Indigenous job seekers.

Matthew, at 18, was long term unemployed, with a difficult family situation, interrupted education and involvement with the Youth Justice system. With his interest in a trade, he was supported to complete the Polytechnic Kickstart program and a Certificate 2 Plumbing pre-apprenticeship. Our Reverse Marketing staff then found a work trial for him. While this did not become a fulltime job, this employer was very happy to give Matthew a reference. The next step for Matthew was a referral to the Red Shed. He was initially unable to commence due to a Youth Justice issue, but his Case Manager did not give up and found him a place on the next intake during which he excelled. As a result he was offered employment by a major Labour Hire company which has close links with the Red Shed. Workskills assisted with work related clothing and motorcycle "Stay Upright" training so that Matthew could reliably attend work.

"Ability and need to listen; assess current or recent issues impacting on ability to look for, undertake or sustain employment is an ongoing case manager responsibility".

Employment Services continued

In responding to local needs:

- **Bridgewater** targeted training for the large cohort of young men on the Bridgewater caseload to gain relevant tickets and qualifications, such as White Card, Stop Slow Bat and Instructed Persons, to qualify for work on the Brighton Bypass. This has been a very successful strategy for very long term unemployed and disadvantaged job seekers in sustained employment outcomes. The team at Bridgewater also increased the frequency of appointments for job seekers demonstrating job readiness or in need of more intensive support, increasing employment opportunities for these job seekers. Bridgewater achieved a high overall performance rating compared to other JSA sites Australia wide, particularly for helping job seekers with moderate or significant barriers into work.
- **Oatlands** job seekers benefitted from our on-going commitment to outreach service delivery that maintained the integrity of the Employment Services Deed. A specialist Stream 4 Case Manager supported the high percentage of Stream 4 job seekers who face multiple challenges finding employment in this rural area, with positive results from this in “Social Outcomes”, recognised progress towards employment. There were also pleasing results from outreach services by Bridgewater Case Managers, e.g., Stream 3 sustained employment Outcomes.
- **Hobart** appointed a Stream 4 Case Manager with a background of working with clients with drug and alcohol addictions, particularly those who have been in the prison system. He has been able to share his expertise and experience and provide support to other Case Managers assisting job seekers with drug and alcohol concerns. The team at Hobart also liaised with Colony 47 re their Outreach Support Service to better assist mutual clients who are homeless or at risk of homelessness. Staff continued to be involved in organisations that assist our jobseekers from migrant and refugee backgrounds. Our Site Manager is a member of the Steering Committee of Connect, the Migrant Resource Centre’s employment service and she regularly attends meetings with staff of the Polytechnic Adult Migrant Education Program. Hobart’s performance rating for helping job seekers with significant barriers into work was among the highest in Australia.

Julie, a sole parent of 4 children, had an incomplete education, no experience in employment, lacked self-esteem and she was depressed about her situation. Her goal was a Hospitality job that balanced with her family responsibilities. A Workskills computer course prepared Julie for further study and she was then assisted to enrol in a Certificate 2 in Hospitality including transport and a uniform to complete a work placement. She was offered a job and helped to complete additional industry training. Post Placement Care including support to her employer and Julie’s ongoing contact with her Case Manager were crucial while Julie settled in and built confidence in her new job.

“Post placement care with both employer and job seeker (was) integral...”

- **Glenorchy's GAP** (Gaining a Perspective) program has been operating for 12 months with great success. An overview of workplace survival, problem solving and investigating training options, this program can also be tailored to include confidence building, career counselling, grooming and introductions to local service providers. As well as young people, parents and mature aged people have particularly benefitted. Staff maintained strong links with programs supporting refugees and migrants. One success was placing seven into work with Southern Linen Service. Workskills' Post Placement Care staff and Community Liaison Coordinator worked with them and their employer to achieve sustained employment. All, but one, are still employed.

The largest of our JSA sites, Glenorchy's performance in helping job seekers with significant or severe barriers into work was highly rated Australia wide.

- **New Norfolk** site was granted additional business by DEEWR, an increased number of job seekers referred for assistance. A local focus was to develop training linkages for job seekers in rural and outlying areas by collaborating with Workskills RTO for a range of programs and with Willson Training Centre re Asset Management training in the Derwent Valley. A qualified staff member supervised job seekers to gain industry tickets online. In the community, staff provided information sessions to the Derwent Valley "Connecting Families and School Communities" parents on how to be job ready and JSA assistance and maintained excellent relationships with Salvation Army New Norfolk and Derwent Valley Community House.

- **Work Experience** The focus of Work Experience programs moved from a more punitive approach to one of developing Employability Skills. The Work Experience team has seen a huge increase in demand for their programs as they become more reflective of job seekers' needs.

The number of people participating in Work Experience has tripled in the last 8 months and continues to grow. We manage relationships with over 60 host not-for-profit organisations, matching participants with appropriate placements in their area and maintaining contact with organisations and supervisors to ensure we refer suitable participants. We also directly manage 4 Work for the Dole projects; beginners and advanced computer courses, a mobile work team providing basic building and landscaping services to community organisations and the Maydena Rail Rider.

We are continually looking for new ways to help community organisations and for participants to gain the skills they need to enter the workforce. As the participation requirement will increase from 6 months to 11 months next year we are currently in the process of negotiating projects in the Oatlands, Moonah and Glenorchy areas to meet future needs.

Employment Services continued

- **Workskills Employer**

Engagement Team maintained its status as the number one provider for Brokered job placements in our Employment Service Area. In the last year employers were seeking multi skilled employees as the impact of the GFC lingered. As well as matching and referring job seekers to meet employer needs, staff located specific opportunities for more disadvantaged job seekers through Reverse Marketing. This approach has resulted in many successful placements.

- **Post Placement Care** was successfully integrated into our Employer Engagement Team in 2010-2011, streamlining the service we provide and allowing more time to spend with job seekers and employers to work through challenges that present themselves in a new employer/employee relationship, supporting a stable workforce and sustainable employment.

Many successes resulted from staff working closely together and building projects from the ground up.

For example, the Red Shed project came from a local need at Bridgewater for opportunities for job seekers who best learn “hands on”.

Our RTO built on the original course and set up a permanent training workshop in Glenorchy, and the Red Shed has been adopted organisation wide. Our Hobart and Glenorchy sites were concerned at lack of opportunities for refugees and migrants; RTO built a dedicated Certificate 2 in Hospitality course with expert trainers supported by an English as a Second Language professional. Both have excellent



employment outcomes, supported by Workskills Employer Engagement team, Reverse Marketing and Post Placement Care.

Staff numbers remained stable during the year and our recruiting experience has seen mature age staff, amongst others, with substantial skills from other industries coming into employment services. While our staff profile indicates staff with higher qualifications well above the industry average, we invested in a number of strategies to influence best practice and respond to changing needs of stakeholders, including:

- tours for staff to community organisations offering assistance to job seekers to overcome non-vocational barriers
- funding of operational staff (11 this year) to attend the NESA Practitioners Conference and encouraging staff to attend local employment service provider meetings

- securing Productivity Places Program funding to deliver Certificate 4 in Employment Services to operational staff, and
- workshops focussed on specialist skills, e.g., Mental Health First Aid, Suicide Prevention, Conflict Resolution and Dealing with Clients with Drug and Alcohol Issues for frontline staff working in a complex environment

Staff regularly attended forums facilitated by Centrelink and DEEWR to discuss operational issues as well as proposed policy developments.

The focus of Quality Assurance and Training for the past year has been on consolidating staff knowledge in regard to contractual changes to the Employment Services Deed as well as the training of new staff. Our internal audit process has been refined; audits show that all staff have a good understanding of the Employment Services Deed and as an organisation we have adapted well to changes in policy and processes.

We also continued to work closely with the National Employment Services Association and Job Services Australia including participating in workshops specifically around process refinement and discussion on future directions of the industry, including the ongoing high administrative workload in service delivery.

Our constructive relationship with DEEWR was particularly highlighted with the positive feedback received from both the New Norfolk and Bridgewater site visits in November 2010, and May 2011.

The Year in Summary 2010/2011

While consolidating service delivery and finances, in 2010-2011 we were able to increase focus on helping the most disadvantaged job seekers through innovative assistance and reinforcing our community relationships.



Innovation

The Red Shed

The Red Shed had its genesis in our Bridgewater site recognising that some job seekers' needs are not met by classroom training and formal assessment processes. Staff devised a practical Building Skills Course in conjunction with local business and Bridgewater Men's Shed. Initial results saw the concept adopted organisation wide and Workskills RTO, after industry consultation, broadened the scope to labouring skills that meet a range of industry needs. Relocated to the Red Shed workshop in Glenorchy, the program delivers the practical skills, underpinning knowledge and essential industry tickets for

generic labouring work, also the all-important Employability Skills necessary for workplace survival. Industry driven, and staffed by a fully qualified registered builder with another support trainer also on hand, Red Shed courses are as work like as possible with a strong focus on relationships, communication and teamwork. The project has achieved 55% employment outcomes for very disadvantaged participants.

Jill, a mature age job seeker, had left the family home as a result of a relationship breakdown, was in unsuitable accommodation and highly stressed. Her Case Manager talked to Jill about professional counselling through a Mental Health Care Plan to help her manage her situation. Initially reluctant, she agreed in time to do so and her Case Manager could see a positive transformation. Jill had a part time job as a Housekeeper, however in her new circumstances this was not enough to pay for secure housing. Workskills Reverse Marketing staff helped by finding afternoon cleaning work. With both jobs, Jill is waiting to move into a new unit and is happy that her life is turning around for the better.

"... helping her and showing her support..."

Certificate 2 in Hospitality for Refugees & Migrants

About 1 in 12 job seekers at our Hobart and Glenorchy JSA sites are Refugees or Migrants, many with a level of difficulty communicating in English and no previous opportunity to absorb Australian workplace culture and practices. We identified a need to customise training for a Qualification that would support entry to employment in Tasmania. The Certificate 2 in Hospitality, with a focus on food preparation, created diverse industry opportunities and a universal interest for participants to share experience and reinforce language skills. Supported by a skilled and flexible trainer, an English as a Second Language professional and industry work placements, all completed the course. 80% obtained employment, supported by Reverse Marketing and Post Placement Care.



The Year in Summary 2010/2011 continued

Sustained employment for refugees and migrants.

When we placed six African and one Bhutanese job seeker into work at Southern Linen Service, staff worked hard to ingrain things we take for granted, such as time-keeping in employment, leave entitlements, an understanding of the wages system and taxation and how workplaces in Australia communicate.

Our Community Liaison, Post Placement Care and Glenorchy Case Management staff all went into the workplace to support these new employees until there was a degree of confidence and understanding of their jobs. With this help and a positive employer, all, but one, are still in work.

Pathways to Training.

Thirty women, who had never undertaken or have long been separated from post school learning, were assisted to explore training pathways, visiting training providers including LINC's, Community Houses and Tasmanian Polytechnic. All participants displayed greater confidence as they participated in the program which was a very positive experience for everyone. Nearly 60% went on to further training and work preparation.

Areas include:

Adult Literacy

Computing and Information Technology

Community Services

Aged Care

Conservation Volunteers

Hospitality

Tourism

Teacher Aide

Disability Services

Graphic Design

Drivers Licences

are among the training and study pathways for these participants.

Blue Collar Business

Early School Leavers are obliged to comply with "Earn or Learn", including completing at least a VET Certificate 2 to gain a Year 12 equivalent Qualification. To develop general workplace and education skills, Workskills Training and Development customised the Certificate 2 in Business as "Blue Collar Business" for young men in particular to meet these requirements while reinforcing communication, planning, computer and broad customer service skills that are needed in every business.

Community

We continued to build relationships through networking across the community. Amongst many community connections being established over the past year, highlights included:

- Membership of the Migrant Resource Centre “Connect” Steering Committee, which aims to address employment pathways for refugees and migrants.
- Providing employment information to people in the Adult Migrant English Program and young people at Pulse Youth Health Centre.
- Monthly informal meetings at Bethlehem House to chat with residents about the world of work, providing direction and support.
- Ongoing involvement in various school, colleges and community events.

Workskills helped out in the community through career expos including the Gearing Up Expo for people with disabilities. We visited education and community programs to offer advice and information about employment services, the labour market and the world of work and participated in mock interview and work preparation programs at schools. We engaged in interagency meetings and in cooperative partnerships.

We donated copy paper to Southern Midlands News at Oatlands, facilitating community communication; computers to Whitelion, fostering IT and communication skills for at risk young people; maintained and

registered the Bridgewater PCYC Bus, helping young people in this area of recognised disadvantage to participate in programs, sport and community activity. Community organisations working in our areas were welcomed to deliver their services in our offices.



Community continued



A grant from Department Premier and Cabinet created the National Youth Week Pop Up Art Gallery at Brighton Civic Centre on 5 April 2011. Young people in the community, rural and northern suburbs schools, a Salvation Army Young Mum's Group and Workskills Advanced Computer Skills program participants contributed works. These told us about some important things to young people: friends, family, dreams and the future, children, pets, cars and safety. Our Organising Committee of six young staff members planned and hosted the day. We thank them for their commitment and organisational talent. We greatly appreciated Brighton Council's assistance and the helpfulness of Council staff.



In May 2011 we farewelled Irena Zieminski who, over the past 13 years, was an integral and highly respected member of the Workskills team. In the past two years as Community Liaison Coordinator, Irena's personality, industry knowledge and natural ability to network have seen many community relationships built. We wish Irena well in her future endeavours.

Our Red Shed participants made a great contribution to the Give Me 5 for Kids Charity which raises funds for equipment for the children's ward at the Royal Hobart Hospital. They built, fitted out and donated a cubby house to the Charity Auction. Our job seekers and Red Shed staff did a marvellous job with this project which raised \$2000. Participants also put training into practice by landscaping around the showgrounds; concrete paths, paving, handrails and steps.



Mary, a humanitarian refugee, was undertaking the Adult Migrant English Program (AMEP) and, initially, needed an interpreter to communicate with her Case Manager. For a Driver's Licence to better access employment, her Case Manager located an instructor fluent in her original language. While learning to drive, she completed AMEP and joined the Language Literacy Numeracy Program to further her language skills. Her confidence developed notably and she no longer needed an interpreter. With her language at a level where she could communicate in a workplace and her excellent attitude and reliability, Mary was ready for Reverse Marketing representation to a commercial laundry that works closely with Workskills. She proved an excellent employee; hard working and willing to learn. Post Placement Care helped clarify a few cultural misunderstandings and confusion over Australian leave and pay systems. With these resolved Mary is still in employment after 9 months and supporting her family of 7.

“...the importance of ...understanding that everyone has different needs in the community”

Our ratings

At June 30, we had made 1500 job placements and 1406 training placements, both substantially increased from last year. Training expenditure was significantly higher for Stream 4 (the most disadvantaged) job seekers than for any other group.

We were the No.1 Job Services Australia Job Broker in the Hobart area.

Our Star Ratings at 30 June 2011 as assessed by DEEWR:

at the upper end of the average

Workskills Overall



and better than average in some important areas:

Workskills Bridgewater Overall



Workskills Bridgewater Stream 3



Workskills Bridgewater Stream 2



Workskills Glenorchy Stream 4



Workskills Glenorchy Stream 3



Workskills New Norfolk Stream 1



Workskills Hobart Stream 3



Workskills Hobart Stream 1



In all Workskills JSA Star Ratings achievement was average or better in 85% of our Star Ratings at 30 June, the highest in the Hobart Employment Services Area.

Notes





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